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15 Aug 1958

MEMORANDUM FOR: Legislative Counsel

SUBJECT : Comments by Office of Training on Complaints
of a Former Employee

REFERENCES : (a) Your Memorandum for the Record, dated
11 August 1958, subject: Complaints of a
Former Employee;

(b) Your oral request of 14 August for comments
on points raised in para. 3, sub-paragraphs
a, b, c and d of referenced memorandum.

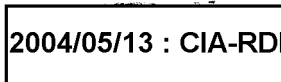
1. Reference 3a:

In the courses conducted by the Office of Training, all aspects of operations training have reflected consistently the current state of Agency doctrine and practice. This is true of Project Management as of other subjects. During 1952 and 1953 training concerning project outlines and related subject matter had not been developed to its present level of thoroughness, but the best information available in the Agency was imparted through instruction, based on materials prepared by instructors, materials supplied by operating components and guest lecturers, and the Basic Agent Training Manual prepared in 1953. At no time in the history of Agency training was the subject of project outlines handled in the irresponsible fashion implied in the allegation. On the contrary, as Agency practice has developed, operations training has since 1954 emphasized heavily all aspects of Project Management.

2. Reference 3b:

This is nonsense. Handbook for Spies, by Alexander Foote, has been on the list of suggested readings for students in the Operations courses for the past six years or more, but as one of a great many items in the bibliography. It is not nor has it been a required text, and under no circumstances has a student ever been instructed to destroy it after reading.

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3. Reference 3c:

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The charge of grossly inadequate training at [] can not be substantiated on any realistic grounds. The Operations Course was moved from Headquarters [] in February 1953, and had its first running there during 9 March - 10 April. It was realized at the time that the scope and extent of the training was not all that was needed or desired, but it was the most that the Agency's operating circumstances at the time would permit. Since that time the training has been improved constantly in scope, content and duration to the point that it now is conducted on a highly professional level, to an extent generally agreed to meet Agency requirements.

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There is no truth whatsoever in the charge that the course resulted in a high percentage of the trainees quitting.

As for the allegation that only one of seven instructors had ever been in the field, that is partially true. When the course was moved [] in February 1953, a few of the experienced instructors who had been made available by the Divisions to teach at Headquarters were unable to move. Therefore the staff of the course in its first running [] consisted of six instructors, with the part-time participation of a seventh. Of the six, one had had overseas experience in OSS; two had had Counter Intelligence Corps experience in Europe, and a fourth had served in Military Intelligence in the Army but had not had field operating experience. One, therefore, had had actual field experience in this or the predecessor organization.

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Monitoring this first running, and serving as instructors in later sessions, were four additional persons. One of these had had OSS experience in Europe, one OSS in the Middle East, and a third had military intelligence experience in the Far East.

It has been our consistent effort since training began in this Agency to find experienced personnel who also can teach. In 1952-53 there were not enough experienced personnel to go around, and Training's requirements ~~had to be~~ *were* subordinated to operations. Since that time, however, we have been able progressively to develop a corps of instructors who are experienced and who refresh their experience through periodic rotation between OTR and field assignments.

4. Reference 3d:

Since 1952 the Agency has provided opportunities for language training both internally (starting with Russian, German and French) and externally

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[REDACTED] The program of language training has grown steadily to the point that we have today, either internally or available elsewhere, facilities to meet almost any requirement. A feature of increasing significance is the new system of incentives in the Language Development Program which the DCI has discussed with the Committee.

This does not guarantee that all key personnel overseas are or will be proficient in necessary languages; there continue to be, in regrettable numbers, instances of failure to take advantage of the opportunities available. But the Agency is aware of this, and positive efforts are being made to correct existing deficiencies.

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